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DCI/IC 74-2308

4 SEP 1974

MEMORANDUM OF CONVERSATION

PARTICIPANTS: Lt. General Daniel O. Graham, D/DCI/IC

STAT   [   ] IC Staff

                Mr. Robert Macy, Murphy Commission

DATE   :   28 August 1974

    1.   Mr. Macy opened the conversation by stating that he had several quite general questions focusing on the general topic of whether ongoing programs got sufficient attention to ensure that older, unproductive programs were weeded out as new programs were adopted. He wanted specifically to know whether the composition of IRAC were not so weighted with collectors of intelligence as to make it essentially a self-protective entity. He also mentioned that the KIQs and the Perspectives seemed to be so broadly drawn that any program could find something in them that would justify its existence.

    2.   General Graham responded that the IC Staff is the most effective way to look at the various competing programs. He stressed that the Staff, which is composed of representatives of all Community entities, has no axe to grind and no institutional imperative. He also discussed the fact that the IC Staff is responsible for presenting the Community budget, which is the DCI's best pressure point for reducing duplication of effort. He suggested that it is increasingly apparent to members of the Community that they must justify to the DCI (via the IC Staff) their programs or he will not defend them before the Congress. General Graham also mentioned that program issues are worked on all year long and that members of the IC Staff sit in on these discussions.

    3.   Mr. Macy also wanted to discuss the criticisms he said he has heard that the Intelligence Community is too slow to respond to the needs of policy-makers. General Graham said that the NSCIC is again functioning and may help

to ensure better communications between producers and consumers of intelligence. He agreed that intelligence could be deemed late if it had to respond to a question from a policy-maker--it should have anticipated his needs. General Graham said he felt that the NSCIC working groups should be changed to include consumer representatives and, indeed, should be chaired by a consumer rather than by an intelligence officer. He also discussed the use of the KIQs and sub-KIQs to develop an audit trail so that resource expenditures can be tied to substantive needs.

4. Mr. Macy asked whether General Graham believed the DCI needed additional authority to exercise positive leader-ship of the Intelligence Community. General Graham said he believed such allegations probably reflected criticisms of past DCIs rather than the current conditions. He said the establishment of the IC Staff was a major step toward giving the DCI a handle on resources, which in turn gives him significant influence on the Community. General Graham mentioned the need to codify the NSCIDs and discussed the proposed omnibus SECRET NSCID.

STATINTL

Daniel O. Graham
Lieutenant General, USA
Deputy to the DCI for the
  Intelligence Community

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